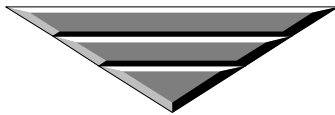
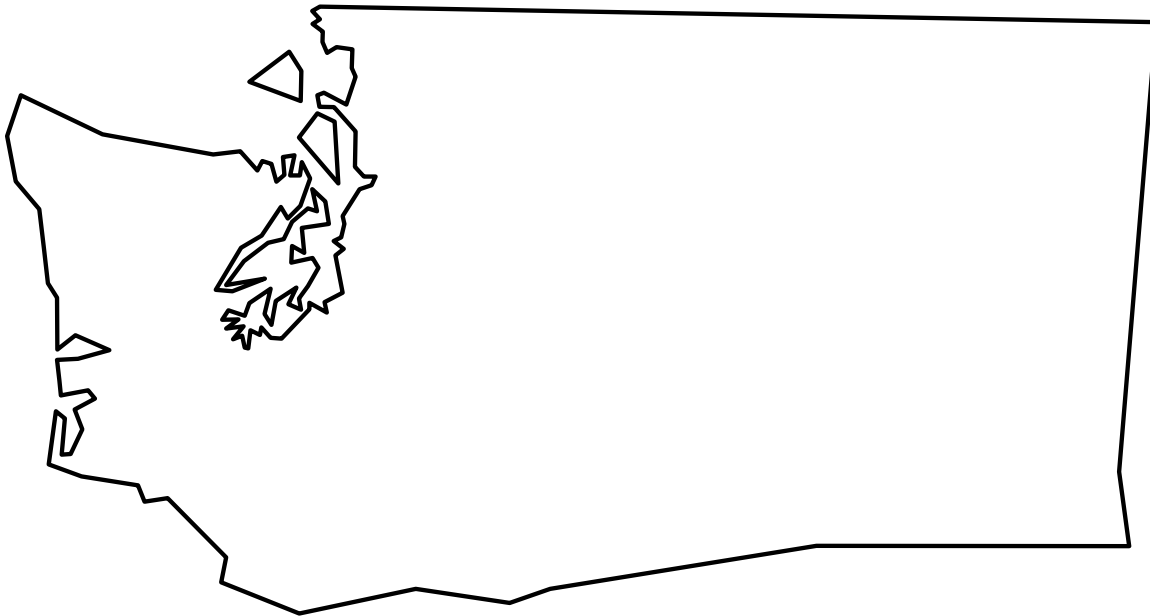
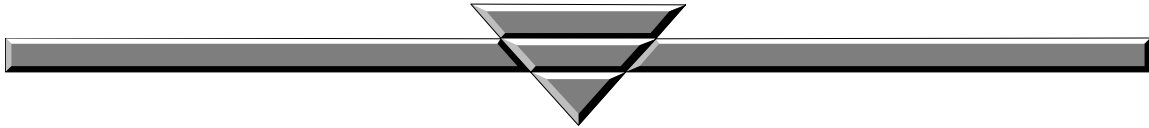


UNIFIED STATE PLAN FOR WASHINGTON STATE



Primary Partners:
Washington Commission for National and Community Service
Office of the Superintendent of Public Instruction
Corporation for National Service - Washington State Office

Submitted February 15, 1997

THE WASHINGTON UNIFIED STATE SERVICE PLAN

Background

The initial effort to develop the Washington State Unified Plan began in the late summer of 1996 with the development of a work group composed of representatives of the various Corporation for National Service (CNS) programs operating in the state. The Washington Commission for National and Community Service, the Office of the Superintendent of Public Instruction, and the Washington State Office of the Corporation for National Service helped organize and support the work group meetings, which provided significant input on the scope, approach, and implementation strategy for the plan.

Through a series of individual work team efforts, an Implementation Strategy (Attachment I) was developed, which guided the overall plan development process. Some of the key recommendations presented by the work teams were to; review existing state plans and identify concepts which related to the national service priority areas, develop the plan so it could become operational in the 1997-98 program year, and follow up on initial draft plan concepts by conducting a series of focus group meetings with key service partners throughout the state. These ideas helped form the series of recommendations which lead to the Implementation Strategy and final plan concepts being approved by the Washington Commission for National and Community Service.

The specific goals and strategies were developed with input from CNS programs, community members, volunteers, and organizations involved and interested in service and volunteerism. The plan is meant to be a three year blueprint which places priority emphasis on promoting stronger ties among all Corporation for National Service activities operating in the state. These national service partners who helped guide and shape the process and the plan itself are eager to work with each other and local partners over the next three years to design and operate even stronger service projects which address priority community needs.

National and State Priorities

The existing CNS National and State program priorities will continue to be part of the Unified State Plan. The National priority areas of Education, Human Needs, Public Safety, and the Environment will also be state priorities. In addition, the State Commission will retain the state priorities of Literacy activities for children and youth, Late-night, After-school, and Summer activities for children and youth , and Parenting/Parenthood activities for teens and young adults. CNS funded programs in the state will be incorporating the goals and strategies of the Unified State Plan into approaches which address one or several of the state or national priority areas.

As these priority areas of emphasis change or become modified, the Unified State Plan will be adjusted to reflect changes in the program priority areas. Since the Unified State Plan is a three year document, programs should plan with an expectation that priority areas will remain relatively constant throughout the life of the plan.

A. VISION

The Washington Unified State Plan provides solid infrastructure, incentives, and support to enable public and private partnerships - among volunteer programs, national service providers, and communities - to effectively address local needs.

B. ACTION PLAN ELEMENTS

1. Program Activities-(themes and priorities)

Goal I

Adopt prevention as a state-wide strategy for all human needs, public safety, and education related CNS projects in an effort to enhance protective factors which keep people from being at-risk.

Strategies -

- ◆ During 1997 each CNS project which addresses human needs, education, and public safety priorities will acquire an understanding of prevention programming and develop at least one new potential partnership which would lead to a prevention oriented project design for the 1997-98 program year.
- ◆ In 1997, CNS projects will take the initiative to acquire training regarding prevention as a program strategy.
- ◆ By the 1998-99 program year all CNS projects will have prevention strategies as part of their activities.

Goal II

Design projects to incorporate an intergenerational approach in the delivery of national service activities.

Strategies -

- ◆ In 1997 each CNS funded project will reach out and become knowledgeable of other locally operated CNS activities for the purpose of planning an intergenerational activity.
- ◆ During the 1997 program year CNS projects will begin to implement at least one intergenerational one-time or year-long activity.

- ◆ In the 1998-99 program year, all CNS projects will have identified at least one intergenerational effort with Senior Corps programs.

Goal III

Promote and expand the ethic of service among all age groups.

Strategies -

- ◆ In the 1997 program year all CNS projects in a region will begin to jointly promote the service ethic by organizing and participating in the three annual CNS national identity days.
- ◆ By the 1997-98 program year each regional grouping of CNS programs will form a speakers bureau to actively conduct workshops, speak to community groups, and advocate for an expansion of civic responsibility throughout the region.
- ◆ In the 1998-99 program year, CNS programs will publish written reports, essays, and local opinion stories regarding the expansion of the service ethic in the region.

Goal IV

Incorporate the concept of Service Learning in all projects.

Strategies -

- ◆ In the 1997 program year, all CNS projects will acquire an understanding and working knowledge of the application of Service Learning concepts to local projects.
- ◆ By the 1997-98 program year, all CNS projects will identify local CNS activities and partners to implement a model Service Learning effort.
- ◆ In the 1998-99 program year, all CNS projects will use elements of Service Learning throughout their program design and as part of their ongoing evaluation assess the degree to which Service Learning increases program effectiveness.

Goal V

Provide service to people who have urgent needs and/or to those who are underserved by existing programs

Strategies -

- ◆ Local CNS projects in the 1997 program year will begin to identify local needy populations for whom resources and programs minimally exist.
- ◆ In the 1997-98 program year CNS programs, working with local groups, will initiate appropriate pilot efforts to serve needy and/or underserved populations.
- ◆ By the 1998-99 program year, local CNS projects will provide the leadership necessary to convene community leaders to help identify ways to address unmet needs.

Goal VI

Preserve the qualities and best traditions of service which exist in many communities and cultures across the state.

Strategies -

- ◆ During the 1997 program year, each CNS project will reach out and identify local service traditions.
- ◆ As part of 1997-98 project planning, each CNS project will seek to incorporate ongoing service efforts with the richness of local service traditions.
- ◆ During the 1998-99 program year, CNS projects will help organize local events which incorporate local service traditions with locally sponsored service activities.

2. Public Awareness-(expand public awareness and support of service and volunteerism)

Goal I

Promote the concept of “Service as a Solution” and those who serve as stable resources when coupled with programs who are addressing community needs.

Strategies -

- ◆ During 1997, CNS projects will begin to introduce local service initiatives to community partners as potential solutions to community problems and identify avenues for public education about service and volunteer programs.
- ◆ In the 1997-98 program year CNS grantees will identify a series of local issues which a service solution could address.
- ◆ By 1998-99, CNS programs will integrate service as part of at least one significant local community effort.

Goal II

Enable those “receiving services from CNS programs” so they are empowered to serve others.

Strategies -

- ◆ In the 1997 program year CNS programs will explore ways and identify other program approaches in which those receiving service from CNS programs can also serve others.
- ◆ Beginning with the 1997-98 program year all CNS programs in a region will initiate pilot efforts to engage service participants as service providers.
- ◆ During the 1998-99 program year all CNS programs will begin to offer service program options so recipients of service can also serve.

Goal III

Regional clusters of CNS programs develop information sharing opportunities with the media and the general public to publicize the outcomes of collaborative efforts which address a community priority.

Strategies -

- ◆ In the 1997 program year CNS programs will begin to meet together to identify potential collaborative project efforts and supportive media contacts within program geographical areas.
- ◆ In the 1997-98 program year regional clusters of CNS programs will create public relations tools to help publicize a collaborative effort which will address a community priority.
- ◆ In the 1998-99 program year regional CNS programs will implement a collaboration project which includes success stories which highlight the effectiveness of this effort so results can be shared in late 1999.

Goal IV

CNS programs will mobilize additional volunteers by actively participating on local volunteer generation and coordination efforts such as volunteer councils.

Strategies -

- ◆ In the 1997 program year all CNS projects in partnership with local programs will begin to identify ways which additional volunteers can be leveraged to address community and CNS project needs.
- ◆ In the 1997-98 program year CNS projects will help establish local volunteer councils to help support and sustain a pilot volunteer generation activity in appropriate project activities.
- ◆ By the 1998-99 program year all CNS projects will have an ongoing volunteer generation activity.

3. Strengthening Infrastructure-(efforts to coordinate the streams of service)

Goal I

Ensure that all CNS members are in contact with others serving in the same area.

Strategies -

- ◆ In the 1997 program year CNS project supervisors will begin to organize meetings, common work projects, and other activities designed to bring all local CNS members together.
- ◆ At the 1997-98 orientation meetings, project supervisors and representatives from other CNS projects will speak at each of the various regional CNS program training and orientation sessions.
- ◆ By the 1998-99 program year CNS project members will develop collaborative service projects.

Goal II

Local CNS projects will bring new non-CNS partners together on a periodic basis for information sharing, planning, and professional development and be viewed by the voluntary sector as integral and contributory to the positive climate of the community..

Strategies -

- ◆ In 1997, as local CNS projects network, together they will help identify prospective new partners who can support service projects.
- ◆ In the 1997-98 program year local projects will incorporate at least one new partner to be part of a combined service initiative.
- ◆ By the 1998-99 program year each CNS program will have at least one new partner playing an active role in an ongoing service project.

Goal III

View CNS program members and CNS volunteers as well as those being served as “customers” and ask for their input regarding successful approaches to address needs.

Strategies -

- ◆ In the 1997 program year all CNS projects will begin to identify specific ways they can implement a continuous program improvement process with a focus on member/volunteer input.
- ◆ By the 1997-98 program year all CNS programs will consult on a regular basis with volunteers and members.
- ◆ By the 1998-99 program year CNS projects will provide on an ongoing basis a means by which members/volunteers can help provide input regarding future program designs.

Goal IV

Support development of inter-disciplinary CNS project teams representative of the various service streams.

Strategies -

- ◆ As part of their regular 1997 CNS program meetings, projects will examine possible ways of developing an inter-disciplinary team to address issues.
- ◆ In the 1997-98 program year each CNS program will assist in the design of one inter-disciplinary pilot project.
- ◆ In the 1998-99 program year each CNS program will help implement/operate one inter-disciplinary pilot project.

Goal V

Together, CNS programs will work in teams as they address community needs.

Strategies -

- ◆ As part of their 1997 regional meeting/collaboration efforts, CNS partners will identify ways programs can work in teams to address issues.
- ◆ In the 1997-98 program year regional CNS projects will develop a methodology to develop one pilot team based project.
- ◆ By the 1998-99 program year CNS projects will develop a team based approach for operating their pilot project.

4. Sustainability-(efforts to sustain and support service activities)

Goal I

Actively participate as a community partner to develop local innovative policy proposals and pilot projects.

Strategies -

- ◆ In 1997 CNS projects in a region will begin to identify local initiatives which could lead to the development of pilot projects.
- ◆ In the 1997-98 program year CNS projects will identify at least one regional initiative which they will help support.
- ◆ By the 1998-99 program year CNS projects on a regular basis will be program and financial partners of on-going community proposals and pilot efforts.

Goal II

Design programs with outcome-based accountability and evaluation, which document outcomes and demonstrate results.

Strategies -

- ◆ In 1997 as local projects begin their collaborative discussions, projects will identify training needs and resources which will help them develop strong outcome based program designs.
- ◆ In the 1997-98 program year projects will begin to transition to outcome based operations.
- ◆ By the 1998-99 program year, all CNS projects will have outcome based activities.

Goal III

Programs promote an “ownership” of projects from a community and beneficiary perspective.

Strategies -

- ◆ In 1997 CNS programs will assess the degree to which the “community” values the service projects currently being conducted.
- ◆ In the 1997-98 program year projects will utilize the results of this assessment as part of the decision making process regarding the continuing of existing projects.
- ◆ By the 1998-99 program year all CNS projects will have strong mechanisms in place to assess community support and long term commitment.

Goal IV

Programs work together to design a cooperative approach in requesting funding from business and foundations.

Strategies -

- ◆ In the 1997 program year CNS programs as part of their collaborative efforts will examine the degree to which each project depends on local financial contributions.
- ◆ By the 1997-98 program year CNS projects in a local region will acquire training on financial support building with area businesses and foundations and design a local coordinated corporate and foundation fund raising approach.
- ◆ By the 1998-99 program year CNS projects in a local region will utilize this local fund raising collaborative to secure local project funding.

5. Training and Technical Assistance - (for programs and staff)

Goal I

Develop and offer local cross-stream orientation and related subject area training sessions for all CNS projects on a regional basis.

Strategies -

- ◆ In 1997 the State Commission and the Corporation State Office will identify training resources to help support initial cross-stream orientation sessions.
- ◆ By the 1997-98 program year local clusters of CNS programs will together identify training needs and begin to plan for a means to offer training and orientation sessions.
- ◆ In the 1998-99 program year all local CNS projects will have developed an on going process for sharing training opportunities and conducting joint training sessions.

Goal II

All CNS programs develop the capacity to access and share on-line resources so they can remain updated on emerging issues.

Strategies -

- ◆ In the 1997 program year each CNS project will identify to the State Commission or the CNS State Office the degree and capacity they have to access and utilize on-line resources.
- ◆ In the 1997-98 program year, all CNS projects will devote a portion of their budget to either update or acquire on-line access.
- ◆ In the 1998-99 program year all CNS projects will be expected to have on-line communication capability.

Goal III

Convene meetings of potential new partners to share information and training regarding the “value added” aspects associated with CNS collaborations.

Strategies -

- ◆ In the 1997 program year CNS programs will begin to initiate discussions with all local CNS projects to identify common project goals.
- ◆ In the 1997-98 program year local CNS programs will plan a collaborative project(s) which brings all the local CNS partners together.
- ◆ In the 1998-99 program year local CNS programs conduct a project which based on strong outcome measures can document “value added” aspects associated with this partnership.

6. Coordination of Program Activities - (local program collaboration)

Goal I

CNS programs within a region will actively participate on local planning groups such as the Community Public Health and Safety Networks.

Strategies -

- ◆ In the 1997 program year CNS programs will identify local/regional collaborations which could make for complementary partnerships.
- ◆ In the 1997-98 program year local CNS projects identify individuals from CNS programs who will serve on the identified collaboration project.
- ◆ By the 1998-99 program year, national service will be a program option supported by local community partnerships as a problem solving approach.

Goal II

Local CNS program applications will demonstrate specific types of collaboration efforts which will take place with other CNS programs and other related initiatives.

Strategies -

- ◆ In the 1997 program year CNS programs will begin to incorporate the Unified State Plan which will become part of each CNS program application.
- ◆ By the 1997-98 program year all CNS programs will have incorporated aspects of the Unified State Plan with their program operations.
- ◆ By the 1998-99 program year CNS projects will become part of on going state and local activities which address community needs.

Goal III

CNS programs will be supported to form regional groupings for the purpose of joint program planning and service delivery coordination.

Strategies -

- ◆ In the 1997 program year the State Commission and CNS State Office will identify ways to utilize CNS Unified Plan incentive funding to support regional CNS program groupings.
- ◆ By the 1997-98 program year, a CNS project in a local region will be identified by other local projects to be the “lead entity” for the purpose of receiving financial support to convene local meetings.

- ◆ By the 1998-99 program year all CNS projects will be actively involved in regional groupings to share common planning and service delivery methods.

Goal IV

Identify new ways to coordinate activities with existing organizations and identify more effective ways to collaborate with larger partnerships.

Strategies -

- ◆ In the 1997 program year all CNS projects will identify potential large collaboration partnerships which they might consider joining.
- ◆ By the 1997-98 program year, training will have been completed in helping local CNS projects coordinate activities with existing organizations and large partnerships.
- ◆ In the 1998-99 program year CNS projects will begin to demonstrate specific results of partnering with these organizations.

C. PROCESS

1. Ongoing Communication

The Unified State Plan was developed with input from and consultation with the State Education Agency, Corporation State Office, and the State Commission. Representatives of the CNS programs were part of the original working group, convened in September, 1996, that established the implementation strategy for the Unified State Plan. A series of seven focus group meetings were held throughout the state to gather additional information and permit further comment on parts of the draft plan.

This type of consultation will continue throughout the year. The Plan will be a “living” document and will serve as a guide in the development and implementation of service initiatives in the state. Each CNS grantee will receive a copy of the final plan accompanied by a joint letter from the State Commission, State Education Agency, and the CNS State Office, which will outline general implementation expectations for all grantees. The State Commission will endeavor to convene all grantees at statewide training events or other technical assistance meetings and receive input from grantees on the degree to which the Unified Plan is being implemented. Grantees will be encouraged to seek clarification, request assistance, and offer improvements regarding the content and implementation challenges associated with the Plan.

In addition, all CNS grantees will be encouraged to share the Plan with other partners who might be involved in similar partnership projects. The Plan will also be shared with statewide planning entities and social service providers, as well as education and community development entities. Finally, the Plan will be shared with the parent organizations of all National Direct AmeriCorps programs so they can have a complete understanding of the role their national service project can play in the state.

2. Annual Review and Update of Plan

Throughout the year, the Commission will be asking grantees for advice/suggestions regarding the degree to which the state plan has been helpful in organizing CNS resources to address a community need. These responses, and input received at other meetings and training sessions will be shared with grantees during major statewide sessions throughout the year. During the late fall, the Commission will convene a representative group of CNS grantees to assess the state plan and receive ideas on places in the Plan where updates or changes are needed.

It is anticipated that grantees will offer suggestions regarding the Plan at periodic training sessions and grantee meetings. The Plan itself was designed in a collaborative process and it is expected that improvements will also be made in the same fashion.

The State Commission will also be seeking advice from the CNS on how other states are utilizing the Plan to coordinate national service efforts. On a regular basis, the CNS will be consulted to gather additional information and training resources which can assist states with the initial implementation phase of the Unified State Plan.

3. Evaluation

During the first year of the Unified State Plan, the various CNS programs and projects will be at different stages regarding plan implementation. For instance, the AmeriCorps grantees funded by the State Commission will be the first set of CNS grantees who will respond to the Plan in their application package. It might be late in the year when other grantees respond based on their grant and application cycle. Establishing one set of evaluation standards in the first year will be unworkable.

However, each of the major CNS grantors will monitor in the initial application process, and throughout program operation, the degree to which the Plan is being utilized by each grantee. It will be an expectation throughout all CNS grantees operating in the state that the state plan will become part of their overall operational understanding. At the conclusion of the initial year of the Plan, programs will jointly assess its effectiveness as part of their normal progress report.

A more systemic evaluation process will be initiated in the second year with guidance from the CNS so a process is designed, which reflects the experiences of other states who have developed a Unified State Plan.

4. Administration

Each program partner will be responsible for seeing that each of their respective grantees understands and is knowledgeable in the implementation of the state plan. Grantees will be provided technical assistance in the possible ways the Plan can become reality at the local level. The State Commission will help coordinate and support assistance at the local level. The Commission will also help share the Plan with other statewide entities and initiatives operating in the state.

The Commission will also explore the development of incentive mini grants to regional groupings of CNS grantees. These grants will help reward and recognize local initiative which helps take the Plan to a new level and more fully develops concepts contained in the Plan. These model collaborative efforts will be recognized and supported for their extra effort to bring the Plan to life in communities throughout the state.

SIGNATURE PAGE

Unified State Plan for the State of: Washington

This Unified State Plan was developed with input from the partners listed below, who are committed to its implementation through their respective administrative and program activities.

Bill Basl, Executive Director
Washington Commission for National and Community Service

**Melinda Dyer, Office of Superintendent of Public Instruction -
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